## CIO Strategic Planning Document

**December 3, 2002**

## Organizational and Individual Purpose

<u>CIO Roles</u>

WE ARE:
- ✓ IT Leaders
- ✓ Service Providers
- ✓ Aggregators and Integrators of IT Service
- ✓ Implementers of Legislative Directive

## Vision

**"We make Government better through
Information Technology"**

## Mission

**"Connecting People and Information"**

## Values

| Quality Customer Service and Products | Leadership | Employee Well Being | Professionalism | Innovation |
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## Goals

| Promoting Enterprise IT Vision | Fostering Employee Well Being | Ensuring Customer Satisfaction | Providing Best Value Services | Connecting Citizens with Government |
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**Goal 1:**      **Promoting Enterprise IT Direction**
Strategy 1: Establish Authority/ Governance Model
Strategy 2: Develop Enterprise Architecture
Strategy 3: Establish, Manage Critical Information Infrastructure Protection Plan
Strategy 4: Introduce New Enterprise Technologies

**Goal 2:**      **Fostering Employee Well Being**
Strategy 1: Retain and invest in an excellent workforce
Strategy 2: Improve Organizational Staffing
Strategy 3: Improve Communications
Strategy 4: Develop an Environmental Strategy

**Goal 3:**      **Ensuring Customer Satisfaction**
Strategy 1: Improve Image
Strategy 2: Customer Communications
Strategy 3: Customer Relations Management

**Goal 4:**      **Providing Best Value Services**
Strategy 1: Improve Data Center Services
Strategy 2: Manage a comprehensive Service Portfolio
Strategy 3: Maintain a Business Continuity Plan
Strategy 4: Upgrade Internal Processes

**Goal 5:**      **Connecting Citizens with Government**
Strategy 1: Champion E-Government Strategy
Strategy 2: Lead, Support E-Government Services
Strategy 3: Support Statewide Strategic Activities

**Goal 1: Promoting Enterprise IT Vision**

**Strategy 1:**   **Establish Authority/ Governance Model**
- (a)   Establish Statewide IT Governance Model and Role of the CIO
  - Coordinate/ provide support for Joint Legislative IT Advisory Committee
  - Propose legislation for 2003 session
- (b)   Establish Enterprise Architecture Governance
  - Propose, establish governance model
  - Establish CIO management practices
- (c)   Perform Statewide IT Planning
  - Revamp IT Planning Process for 2004
  - Update IT Planning Systems
  - Propose, implement IT planning reporting
  - Publish IT planning process
  - Develop and publish Statewide IT Plan for FY04

**Strategy 2:**   **Develop Enterprise Architecture**
- (a)   Develop Enterprise Architectural Strategy and Framework
  - Coordinate development of business architecture
  - Coordinate development technology architectural components
  - Coordinate IT skills inventory/assessment
  - Establish, coordinate communities of interest
- (b)   Develop, manage architectural standards
  - Five architectural areas
- (c)   Support, Manage Enterprise Applications
  - Develop business case process for Enterprise Applications
  - Define SCEIS strategy
  - Conduct health system study
  - Define long-term Enterprise Help Desk plans
  - Define funding strategies for Enterprise Applications
- (d)   Develop Charter and Governance Structure for Project Management
  - Define statewide project management methodology and governance
  - Establish project management certification program

**Strategy 3:**   **Establish, Manage Critical Information Infrastructure Protection Plan**
- (a)   Establish Statewide Security Policy
  - Establish security governance structure
  - Create statewide security policy framework
  - Build policy awareness process
  - Establish policy communication campaign
- (b)   Form Security Communication Structure
  - Publish Critical Information Infrastructure Protection plan
  - Build security information portal
  - Link with State, Federal Homeland Security
  - Link with NASCIO
  - Establish State ISAC
- (c)   Define Security Architecture
  - Establish, coordination information security community of interest
  - Define standard NOS for Security
  - Form Intrusion testing/security audition function
  - Select, define incident response tools, processes
  - Form Red team

  * Assure HIPAA Compliance is a requirement for Security policy and has been moved under these projects

**Strategy 4:**   **Introduce New Enterprise Technologies**
- (a)   Research new technologies

- Establish IT Research function
- Research voice/video streaming

(b)      Initiate new technologies into the State

- Review business case for centralized or standardized Imaging projects
- High Speed Networking opportunities

**Goal 2: Fostering Employee Well Being**

**Strategy 1:     Retain and invest in an excellent workforce**
(a) Work with OHR to Develop IT Employee Career Path
- Establish specific Responsibilities/Financial Incentives for different skill sets.
- Establish education/certification plan for upgrades including time in grade minimums and budget disclaimers

(b)     Promote the Career Development of Employees
- Draft Employee Orientation Comprehensive employee checklist
- Promote Leadership Training Programs APM/CPM etc.
- Develop and  execute Employee Training Plans

(c) Develop Employee Enrichment Program
- Enhance Employee Recognition Program
- Establish and promote and Employee Wellness program.
  - Schedule and promote Bag Lunch Speakers program
  - Establish Senior Managers Speakers Bureau
  - Create position and promote Suggestion Boxes for Employee Feedback.

**Strategy 2:     Improve Organizational Staffing**
(a) Determine strategic staffing levels
- Conduct IT Skills Gap Analysis
- Review workload management

(b)  Attain Strategic Staffing Levels
- Train
- Recruit through Internships, Job Fairs, etc.
- Initiate succession  planning

**Strategy 3:      Improve Communications with Employees**
(a) Communicate Strategic Plan
- Email/Newsletter/Staff Meetings including Senior Staff
- Maintain updated Bulletin Boards:  Both online and physical
- Incorporate Mission Statement as part of EPMS (Personal mission:  I connect people with information by…….)
- Make Project Status Sheets available
- Develop Visual  Org Chart with streaming audio/video if possible

(b) Intra CIO Communications
- Establish Mini-Seminars
- Establish Executive Speaker Bureau
- Conduct all CIO Meeting
- Create Employee Feedback Process
- Develop On-Line HR System

(c) Intra Board Communications
- Improve BCB Web Page
- Provide links to Division Newsletters
- Implement Best of the Best

(d) Develop an Environmental Strategy
- Improve Physical Security
- Review Staff Locations
- Improve Overall Environment

**Goal 3: Ensuring Customer Satisfaction**

**Strategy 1:** **Improving Image**
(a) Develop Marketing Plan
- CIO Road Show
  - Promote Success Stories
    - ➡ Fiber Optic Cabling along Highways
    - ➡ Bandwidth to Schools/Libraries
- Develop customer focused outreach program
  - Include Customers/potential markets
  - State Government Fair
  - Customer Appreciation Day
  - New Display Booth
  - Product Fair
- Communicate Marketing Plan to employees
  - Every detail every service
  - Internal processes
  - Communicating capabilities and processes of different units
- Customer On-line directory
  - Definitions
  - Acronyms
  - Processes
- Improving IT Procurement Services
  - Bad image
  - Customer Services
  - Procurement Training
- Communicate:
  - E-mail
  - Directory Assistance
  - Web Address
  - Trade Shows
  - On-hold service messages
  - Newsletter tips
- Partnering with other BCB Divisions/Agencies/Schools

**Strategy 2:** **Customer Communications**
- Develop and execute Customer (Stakeholder) Feedback Processes
  - Surveys
- Develop Fair and equitable rates
  - Communicate Rate Structure for Services
  - Sharing Strategic Plan
  - Implement Strategic Planning with Customers
  - Provide Agency Directors Meeting Presentations
- Customer Communications
  - Success stories ($ Saved)
  - On-line explanation of bill
  - Implement Print Study
  - Communicate Voice/Data Cost savings Tips
  - Teaching Customers to use services/information
- Communicate Meaningful SLA's, Proposals, Contracts
- Enhance Vendor Relations
- Forecast Customer Needs
  - Annual Planning Sessions with Customers
  - Communicate CIO direction, products and srvices
  - Listen to customer needs
  - Focus on top customers
- Agency Coordinators
  - Conferences
    - ➡ Future Products

> ➥ Motivational speakers
> ➥ Focus of Customer
> ➥ Make them feel important

**Strategy 3:**        **Customer Relations Management**

(a) Train Employees on Quality Management for accountability and process management
  - Performance Measures
  - Services
  - Measurements relevant to services

(b) Increase Help Desk Capability
  - Monitoring tools
  - Networking  Tools
  - Dashboard Indicators
  - CWOF

(c) Assign Single Customer Points of Contact

(d) Positioning Strategy
  - Networking with agency POCs
  - Establish customer profiles
  - Profiles managed by Account Management
  - Customer frequency profile
  - IT Planning Database(Polly Morrison)
  - Agency Director/IT Director Conference
  - Improving ROI with Technology

**Goal 4: Providing Best Value Services**

**Strategy 1:**       **Improve Service Levels**
(a) Improve Date Center Services
- Storage Area Network
- LDAP
- Consolidate file servers:  AFF, BRR, WHB
- Implement z-Processor
- Provide Microsoft .NET Hosting Service
- Provide Microsoft Web Hosting Service
- Implement Print Study (MainFrame Printing)

(b) Improve Network Services
- Network Monitoring plan
- Audio Bridge Upgrade
- Develop Additional Redundancy
- Expand Internet 2

(c) Improve Applications Development Services
- Web development migration plan
- Provide Microsoft .NET Development Services
- Add ABAP support

(d) Improve Print Services
- Evaluate print services

(e) Improve Procurement Services
- Establish Vendor Management System
- Improve PC Bulk Purchase Program
- Establish Microsoft License Renewal process
- Evaluate Hardware/ Asset management
  - Enterprise software management
  - Copyrighted materials
  - Disposal Management

**Strategy 2:**       **Manage a Comprehensive Service Portfolio**
(a) Define / Communicate Service Portfolio
- Define, execute Market Research plan
- Build, publish service documentation
- Increase agency participation plan

(b) Monitor Financial Status of Existing Services
- Develop e-Commerce Financial Plan
- Evaluate Print Services financial plan
- Evaluate revenue / expense for each line annually

(c) Establish New Services
- IIS/SQL Server Microsoft
- VOIP
- Project Management services
- Licensing products for resale
- Consultative Services
- Citrix hosting services
- IT Audit, Planning Services
- Security Support Services
- H.323 Video Service
- Gigabit Ethernet Services
- Wireless Networking
  - 802.11
  - Point to Point
  - Microwave
- Video Monitoring
- Help Desk Services

- Asset Management

**Strategy 3:**      Maintain a Business Continuity Plan
(a) Improve Disaster Recovery Capability
- Off-site Storage
- Automated Tape Library
- Re-locate Network Hotsite
- Manage Internal Business Continuity Plan

**Strategy 4:**      **Upgrade Internal Processes**
(a) Upgrade Common Practices
- Process Documentation
- Opportunities to automate
- Use project management practices
- Establish internal process measures
- Command Bridge
(b) Upgrade Procurement Practices
- IT Procurement training
- Enterprise contracting
- Internal Processes HW/SW Management
(c) Upgrade Financial Practices
- Pool cell phone minutes
- Automate rate setting information gathering
- Review and streamline process
(d) Upgrade Personnel Practices
- Streamline personnel actions
- Work with Board on establishing pay policy
(e) Upgrade Facilities Practices
- Coordinate State Building physical plant changes with General Service

**Goal 5: Connecting Citizens with Government**

**Strategy 1:**          **Develop E-Government Strategy**
(a)      Develop, Manage Comprehensive E-Government Strategy
- Define, publish state e-Government strategy

(b)      Develop, Manage Portal Strategy
- Establish full portal strategy for state
- Build guidelines, roles for content management

(c)      Develop a long term E-Commerce Strategy
- Electronic procurement
- Electronic Payments

**Strategy 2:**          **Lead, Support E-Government Services**
(a)      Manage web standards for state
- Establish, coordinate web application community of interest
- Publish web standards for state

(b)      Build E-Government Application Development Service
- Increase websphere capability and support
- Establish .Net capability and support

(c)      Define strategies for Government On-line services
- Define E-forms strategy
- Define, add additional on-line government services
- Develop Haht replacement strategy

**Strategy 3:**          **Support Statewide Strategic Activities**
(a)      2-1-1
(b)      9-1-1
(c)      TRS

(d)      800 Mhz Public Safety Wireless